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US Army Corps  
of Engineers®  
Nashville District

# DistrictDigest

Volume 103, Number 1

*Respected-Responsible-Reliable*

January 2003

## January Big Month in History of District

**1863, Jan. 1** - First Michigan Engineers, U.S. Army of the Cumberland, holds off several attacks by confederate cavalry in Battle of Stone's River.  
**1874, Jan. 13** - Maj. Walter McFarland escapes fire at Chattanooga District Office, plans for Muscle Shoals Canal, seven months in preparation, burned.  
**1927, Jan. 1** - Cumberland River reaches 56.2 feet at the Nashville gauge, the highest recorded flood waters in the city.  
**1933, January** - The Nashville District begins construction of Wheeler Lock & Dam at Muscle Shoals, Ala., the last District construction project on the Tennessee River, until Kentucky Lock.  
**1937, January** - District Engineer, Maj. Bernard Smith dispatches entire fleet down the Cumberland River in response to severe flooding; with bridges too low to pass, vessels steam across farmland and bridge approaches, dodging telephone and power lines.  
**1946, Jan. 1** - Catastrophic flooding at Pineville, Ky., leads to the construction of a system of levees and floodwalls.  
**1977, January** - District personnel go to northern Ohio to administer snow removal contracts for opening roads into small communities isolated by record snowfalls and cold temperatures.  
**1986, January** - Construction of the new Wallsend Bridge began as part of the

Pineville Flood Control Project.  
**1991, Jan. 10** - In Rhea County, Tenn., water raced down normally quiet Piney Creek from Grandview Mountain's 20,000 acre watershed and into Spring City, located near Watts Bar Lake, causing the worst flood in local history.  
**1994, Jan. 13** - A ruptured pipe was discovered near Dale Hollow Lake. Nashville District crews labored eight

days in sub-zero weather to repair a ruptured water supply pipe running beneath a parking plaza near the base of snow-encrusted Dale Hollow Dam that threatened to cut off a vital water source for 90,000 pounds of trout at the Dale Hollow Fish Hatchery. A Fish Hatchery contractor repaired the rupture. On Jan. 21st, the final connection was made and fresh water flowed into the fish hatchery.

### Planting Willow Stakes on Lower Cumberland



Photo by Craig Carrington

During a Quality Assurance site visit to the Lower Cumberland Ecosystem Restoration Project Dec. 16, Vechere' Lampley, (left), and Hollis Allen, AllEnvironment, inspect bioengineering and demonstrate staking modifications for high school students. Sue Stone and Ian Young, Natural Resources Conservation Service for Lyon and Livingston Counties, Ky., respectively, demonstrated planting of seedlings using the dibble bar technique at Site 3.



## Toys Collected for Children

*See Story on Pages 6 & 7*



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## Planning for 2004 Calendar Underway

The 2003 Nashville District Calendar has been distributed and includes a number of excellent images taken by amateur District photographers. Ranger Sondra Hafling wins the award for most photos featured with four. Gary Bruce, Gary House, James Sowell, and Wayne Easterling also submitted award-winning entries that made the final cut. Janice Kane was most creative with her two dogs drawing attention to water safety.

Your photo could be featured in the next District Calendar which will go to press late this year. Submit in horizontal format to [steven.c.foshee@usace.army.mil](mailto:steven.c.foshee@usace.army.mil). If digital, the photo resolution should be 300 dpi (dots per inch) to reproduce well in the calendar. You may also mail prints or color slides to Foshee in the Public Affairs Office. All submissions will compete for space in the final collection and next year you could replace Hafling as the District Amateur Photographer of the Year!



Photo by Dave Treadway

## DistrictDigest

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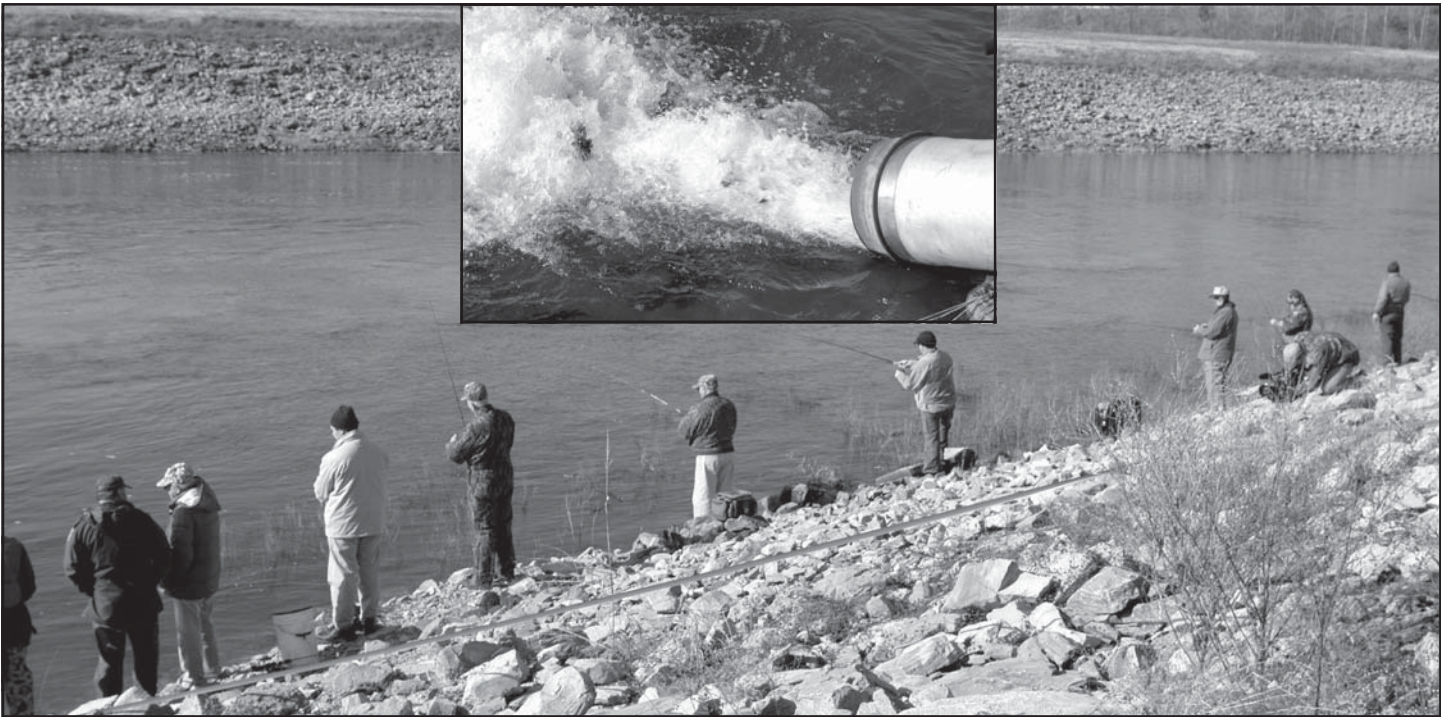
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Information about the Nashville District may also be found on the District's homepage at: <http://www.lrn.usace.army.mil>.



Photos by Steve Foshee

Fishermen line the eastern shore of the Stones River Dec. 6 to try their hand at catching some rainbow trout released (inset) by the Tennessee Wildlife Resources Agency.

## Trout Released Below J. Percy Priest Dam

by Steve Foshee

The Tennessee Wildlife Resources Agency gave fishermen an early Christmas present when agency officials began stocking trout in early December below J. Percy Priest Dam, one of four points in Tennessee to receive fish under what the agency calls the Put and Take Program.

Several fishermen were on hand with their children to try their hand at catching the newly released trout.

The Agency releases 325,000 trout in 75 streams and small ponds each year to enhance the sport of trout fishing. Two areas are located within the Nashville Metropolitan area and an additional two are within close proximity.

The Stones River below J. Percy Priest Dam has been part of the Program for several years with a monthly release of 3,500 trout from December through March. The program focuses on enhancing trout fishery opportunities in metropolitan areas throughout Tennessee, said Tim Cleveland, Wildlife Resources Officer, Region II.

Cleveland also said three other areas selected for participation in the program;

Shelby Park Pond in Davidson County, the West Fork of the Stones River at Nices Mill in Rutherford County, and the West Fork of Red River in Clarksville.

“Tennessee Wildlife Resources Agency owns and operates ten hatcheries,” said Cleveland, “located throughout the state of which five are dedicated to warm/cold water facilities and the other five are cold water

facilities specifically dedicated to the production of trout. Trout are raised from an egg stage and grown to sizes ranging from 8-12 inches, then stocked into tailwaters, streams, reservoirs.”

Cleveland said midsummer water temperatures that exceed 70 degrees Fahrenheit and lower oxygen levels will end the Put and Take Program in these four selected areas around Tennessee.



Photo by Steve Foshee

TWRA employees direct the outlet from the fish truck to the river Dec. 6.



# The Corps Crowd

## Congratulations to...

...Steve Barker, an Information Technology Specialist in the Information Management Office, who is the Nashville District's Employee of the Month for December 2002. Steve is recognized for his outstanding work as the Acting Chief, Customer Assistance Branch of the Information Management Office from August to December 2002.

... Sandy Breault upon her graduation from MTSU with a business and accounting degree.

... Doug Delong, Ken Laster, Olga Beddingfield, Jared Gartman, James Sowell, Chris Campbell, Travis Claude, Mark Vaughn, Randy Crabtree and Lisa Boling who helped create a PMBP film and were awarded gift certificates.

... Barney Davis, Grady Moore, Ron Gatlin, and Bob Miller were rewarded with Certificates of Appreciation for teaching Prospect courses here and helping other districts.

... Tim Dunn and Cullum Miller for serving as Co-Chairmen of the Combined Federal Campaign, and Mickie Porter for being Nashville District CFC Chairman.

... Annette Watson (Robinson) upon her marriage to James Dec. 14. Annette was honored by a Logistics party Dec. 7.

... Thomas and Daniel Foshee, sons of Steven Foshee, who were selected from 135 Trumpet players across Middle Tennessee to play in the 2003 Mid-State Band in Murfreesboro, Tenn., on Jan. 18.

## Welcome to...

...Joe McMahan, Regulatory Specialist, Eastern Regulatory Field Office, Lenoir City, Tenn. Joe has just returned from a year in Afghanistan with the Army Reserves Civil Affairs Unit.

...Stacy Bennett, who joins Information Management's Audio Visual office as a Graphics Specialist. She formerly worked as an student aide in Public Affairs.

...Christy McFalls who took Tiffany Holley's place as Office Automation Clerk at WB/L on Dec. 2, 2002.

## Farewell to...

...Larry Neal, Lock and Dam Operator at WB/L, who retired in November. Larry

leaves with 36 years federal service.

...Tiffany Holley, Office Automation Clerk at WB/L, who left in late November to accept a full-time position at the Athens Regional Hospital.

...Orville Wicker says farewell to the Corps family: "I wish to express my sincere appreciation to all the people in the Nashville District. I have had the pleasure to know and work with some great folks the past 28+ years. It has been a good career, and the time has passed so quickly. Although I am excited about my retirement, I will miss all my friends in the Corps Family."

...Paul Kelly, Co-op Park Ranger at J. Percy Priest, who returns to MTSU for his final semester. The JPP/R Team says farewell and good luck!

... Larry Neall, Watts Bar Lock, who says farewell to the Corps family: "I would like to say thanks to everyone for my retirement luncheon and the monumental gifts that I received. Also, thanks again for all of your help and support during my last 18 months of sickness. I have completed 36 yrs, 6 months,6 days and out of those years 32 were at Watts Bar Lock. I will miss you all."

...Winfred Clark, Civil Engineer Technician at Lake Cumberland, who is retiring after 30 years and 10 months of dedicated service. Best of luck from everyone at WOL/R.

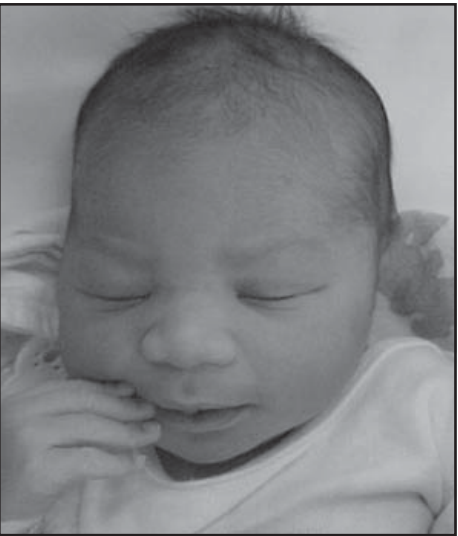
...B.J. Fagan, Chief, Budget Branch, Resource Management Office, who has accepted the position of Chief, Resource Management Office, Charleston District. B.J. will be honored with a farewell party Thursday, Jan. 23 from 1 to 3 p.m.

## Sympathy to . . .

... The family of Jim Deal, Project Engineer, and his wife in the passing of Jim's mother and his wife's grandfather during December.

...The family of Penny Harris, former LMO employee, whose father past away Dec. 26<sup>th</sup>.

...The family of Jeff Orten, Outdoor Recreation Planner, Natural Resource Management Branch, whose father-in-law, Robert Hudson, passed away Dec. 26, after a lengthy illness.



Jordan Lee Eutsey

## Baby Brigade...

... Shalanda McMurry, Contract Specialist welcomes the arrival of Jordan Lee Eutsey born Nov. 15, 2002. Jordan weighed 7-lbs., 8.5-oz., and was 20-1/2 inches long.

...Mary Ann Brannan, Regulatory Specialist, Eastern Regulatory Field Office, Lenoir City, Tenn., and husband David welcome the arrival of Matti Claire born on Nov. 2, 2002. Matti weighed in at 7-lbs., 11-oz., and was 20-1/4 inches long.

...Dave Day, Deputy District Engineer for Project Management became a grandfather when his daughter-in-law delivered a healthy boy, Spencer Michael, who weighed in at 5-lbs., 14-oz.

## Photo Contest Seeks Entries

The 2002 Water Safety Photo Contest, open to all Corps employees, seeks entrants that promote water safety, demonstrate safe water practices, and/or showcase Corps of Engineers water-based recreation facilities. Entries may be in 35mm or digital format. Digital images should be 300 dpi on CD ROM or zip disk. Categories include Commercial Boating, Winter/Fall Recreation, Spring/Summer Recreation, Corps Employees in Action, and Scenic. Submit entries to Harry "Pete" O'Connell, Shenango Lake, 242 Kelly Road, Hermitage, PA 16148 by Feb. 1, 2003.

# The Bottom Line

Happy New Year to everybody in the Nashville District! 2002 was a great year for my family and me and I have every reason to think 2003 will be the same. I hope last year was as kind to you and your family and that 2003 brings you happiness and good fortune.

Ever year in January, I develop personal and professional goals and priorities to help guide me throughout

## Corps, EPA Team Up to Fight Browfields

At a recent forum in Charlotte, N.C., the Director of Civil Works for the Corps of Engineers, Maj. Gen. Robert Griffin, said the Corps is a proud partner with the U.S. Environmental Protection Agency (EPA) in a war on Brownfields. He estimated that 450,000 Brownfields exist across America on land once highly valued.

The two agencies signed an agreement last fall committing to an urban river restoration partnership to help correct generations of environmental abuse. This partnership calls for EPA and the Corps to begin work on eight urban river restoration pilot projects during the next 12 months that focus on water quality, human and environmental health, habitat restoration and preservation, economic revitalization and public use of the rivers. He said 29 candidate projects have been identified to date.

Gen. Griffin said the measure of success will be in how the Corps is able to balance two national priorities – economic development and environmental restoration – and he pointed out the Corps can accomplish both.

He said many Brownfield sites are near urban rivers and so must also be considered from the standpoint of water resources. The Civil Works Director said industrial development helped make this country great, but it also left a legacy of contaminated sediments, degraded water quality and lost habitat, all of which adversely affects human health and the environment.

the year, rather than develop a list of New Year's resolutions. Developing goals and priorities gives me focus and hopefully makes me a better husband, dad, son, friend, and District Engineer. And, just in case you care, I thought I would share my 2003 goals and priorities with you.

My professional goals and priorities, while extremely important, are often dictated by our mission, my boss, or the Army. I have in the past and will always strive to make a difference in the lives of those I serve (you) and in achieving our mission, everyday. In addition, I intend to nurture relationships with our key customers and stakeholders; and do my part in achieving our Nashville Business Plan goals and objectives.

My personal priorities are as important as my professional priorities but, are all mine! My personal life is also the foundation of who I am as a soldier and as your District Engineer. In 2003, I intend to become a more important part of Lisa's, Wesley's, and Nicole's lives by doing a better job at balancing time spent at work versus time at home; attending all school and extra-curricular events; assisting more with homework; fish and hunt more (and better... I hope!); and run the Spring Marathon in May. As always I intend to have a good day... everyday and will do



my best to live and serve in accordance with the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage.

January is the real beginning of our winter season where we experience more cold winter days and nights. Excessive exposure to cold can cause life-threatening emergencies. Be aware of frostnip, freezing on the skin's surface, and frostbite, and freezing that goes deeper into the skin caused by prolonged exposure to below freezing temperatures.

Please make sure you and your children dress properly when working or playing outside, especially when temperatures drop below freezing. Whether your children are making a snowman in the back yard or you are shoveling snow off the sidewalk, cold weather injuries can happen. So, bundle up, have fun, and be safe!

I look forward to seeing each of you out on the projects or in the hallways and hope that you have a great year!

## Barker Named December Employee of the Month

Steve Barker, an Information Technology Specialist in the Information Management Office, is Nashville District's Employee of the Month for December 2002. Steve is recognized for his outstanding work as the Acting Chief, Customer Assistance Branch of the Information Management Office from August to December.

During this period, he served as the Team Lead for coordinating, planning, and designing the District's new Wide-Area Network upgrade. He also worked closely with the Operations Division and various outside agencies, as well as various districts throughout the Corps to ensure the Nashville was moving in a

direction consistent with current Barker worked closely with Operations Division to ensure the installation of their communications network upgrade was completed rapidly and with little disruption to users. He managed to successfully lead this huge effort while also performing the various other duties of the Branch Chief's position.



Steve Barker



# How To Be Who We’re Becoming

by Ed Evans

There’s an old saying environmentalists use that goes, “You can’t even step in the same river twice.” In a way, that’s also true of the river of education and information that flows around us throughout each day. That’s because information constantly changes, methods are upgraded, products and procedures change.

Perhaps the best we can do is put a bookmark in that “river,” so next time we check it we have some reference point to tell us what has changed, where to step and not drown.

Setting up and becoming a learning organization does that for us, and much more.

Becoming a vital learning organization means using systematic problem solving that involves thinking with systems theory, insisting on data instead of assumptions, and making use of the statistical tools available to us.

In this way we can freely experiment with new approaches, ensuring a steady flow of new ideas, ensuring incentives that make risk taking safer, taking new ideas all the way to demonstration projects. Through our own experiences, and borrowing from others’ past history, we understand the value of productive failure rather than settling for unproductive success.

Such activity picks up its own speed in a learning organization, transferring knowledge quickly and efficiently throughout the entire workforce via formal and informal reports, tours, job rotation, and training programs linked to the needs of the organization.

But let’s stop right there, with that promise of exciting times ahead, and ask ourselves, “Why would we want to do this?”

Part of the answer is because we are already partway there. That has been the signature of our work ethic and culture all along. But for the sake of the uninitiated, let’s run down some important “whys”: because we want to improve our quality for our customers, because we are reaching for superior



performance, for the competitive advantage, to keep pace with an energized and committed workforce, because change is coming and we want to manage it, not allow it to manage us.

Thirteen years ago Peter M. Senge published a book the organizational world is finally taking to heart, a book titled “*The Fifth Discipline*.” Senge said the very core of activity in any learning organization is based upon five learning disciplines:

- Process

  - 1. Personal Mastery** — Learning to expand our personal capacity to create results we most desire, while creating an organizational environment that encourages each member to develop themselves toward goals and purposes of their own choosing.
  - 2. Mental Models** — Paying attention to, continually clarifying and improving our internal views of the world, our mental models, and being aware of how our reaction to them shapes our actions and decisions.
  - 3. Shared Vision** — Having a sense of commitment to a group, developing shared images of the very future we want to create, and shared principles and guiding practices we will use to get there.
  - 4. Team Learning** — Capturing those transforming conversational and collective thinking skills, so groups of people can reliably develop intelligence

and ability greater than the sum of individual members’ talents.

**5. Systems Thinking** — Moving into a way of thinking about, and a language for describing and understanding forces and interrelationships that shape the behavior of systems. This discipline helps us see how to change systems more effectively, and to act more in tune with the larger processes of the natural and economic world.

How, then, will we know when we have succeeded? There are many ways, but for now four basic attributes will tell us. And some of these will sound familiar, because we’re already partway there.

First will be our ability to share power in an orderly manner that goes beyond the buzzword “empowerment.” Not power granted without any command and control mechanism, but power that comes with self discipline, replacing artificial bureaucracies with groups of individuals committed to shared aspirations, values, and visions.

Second, we will exhibit not only systematic thinking, but systemic understanding, working freely and fully among systems and interrelationships that don’t tie us to the same old, historic solutions and boxed in thinking.

Third, we will have a flowing communication that faces and solves contentious issues with win-win solutions, without shattering the organization into factions that put their value in set solutions, defense mechanisms, and conflicting principles unrelated to the group’s aspirations, values, and visions.

Finally, within the ideal learning organization, gaining power and control lose their narcotic effect, and the ability to force solutions. Within the group of leaders and the workforce, the voluntary followership attribute will be the glue that keeps the group together, that keeps their eyes on the prize, that wards off individual attempts to lead by mandate and control by enforcement. Individual commitment to share aspirations, values and visions will be the hallmark of success.



This photo is one of many that illustrate the damage wrought by Super Typhoon Pongsona which struck Guam just after midnight on Dec. 8. The entire collection of photos can be viewed at <http://www.uog.edu/TyphoonPongsona/>. Three District employees, Mechanical Engineer Gerald Lee, Structural Engineer Kathy Grimes, and Auditor Dane Owens were dispatched before and during the holidays and are still in Guam helping in the cleanup effort. They should return to the Nashville District in January.

## Corps Sends Help to Guam for Recovery Effort

Three Nashville District employees recently joined nearly 100 other U.S. Army Corps of Engineers soldiers and civilians to help Guam and the Commonwealth of the Northern Mariana Islands recover from devastation caused by Super Typhoon Pongsona.

Mechanical Engineer Gerald Lee, Structural Engineer Kathy Grimes, and Auditor Dane Owens departed Nashville before and during the holidays and will return on different dates in January.

Typhoon Pongsona, a Category 5 storm, hit Guam just after midnight Dec. 8 with sustained winds of 150 miles per hour. It left at least one dead and 400 injured in Guam while also impacting the islands of Rota, Tinian and Saipan.

Because the island are U.S. territories, the federal response mechanism was the same as it would have been for one of the 50 states, beginning with Presidential disaster declarations for the two areas on Dec. 8 and 11.

The Federal Emergency Management Agency, which leads the federal recovery effort, has tasked the Corps with 12 specific missions related to its expertise in public works and engineering. The Corps is providing emergency water and power, debris removal, temporary housing, and logistics support as well as doing technical and infrastructure damage assessments-helping ease the suffering of the thousands of homeless persons and others without access to electricity or

safe drinking water on the island. Employees Lee, Grimes and Owens will assist in several of those areas.

The current response comes barely six months after the Corps provided similar help following Typhoon Chataan, which struck Guam and Chuuk in July.

Emergency operations offer call for unusual measures. For instance, a need for two 600-kilowatt generators had to be filled by larger 750-kilowatt units-for which there was no available aircraft large enough to bring them in. The solution was eventually found in a Russian commercial cargo aircraft, the massive Antonov 225, which is scheduled to depart its most recent assignment in

### Army Extends Deadline for ‘Third Wave’ Exemptions

WASHINGTON (Army News Service, Dec. 18, 2002) - The deadline has been extended to Jan. 15 for Army functional chiefs to submit final requests arguing what positions should be exempt from the “Third Wave” of privatization.

Initially 213,637 positions -154,910 held by civilian employees — were designated as “non-core” to the Army and eligible for public-private competition. That’s well over half of the Army’s 247,400 civilian jobs. But officials said final numbers could be much different.

Dr. John Anderson, the Army official responsible for initially reviewing exemption requests, already has received

Europe for western Canada, where the generators are located, then to Guam.

The U.S. Army Corps of Engineers conducts its emergency response activities under two basic authorities: the Stafford Disaster and Emergency Assistance Act and the Flood Control and Coastal Emergency Act. The fruit of the Corps’ efforts is often realized in things normally taken for granted, such as the mail, which is getting delivered again after a 10-day hiatus.

“That will be a huge boost to morale on Guam,” said Brig. Gen. Ronald Johnson, commanding general of the Corps’ Pacific Ocean Division. “There’s a lot of Christmas presents.”

requests for thousands of positions to be exempted from the next wave of A-76 competitions and privatization actions.

Many of the requests, though, had to be returned to functional chiefs for more information. So the Nov. 29 deadline for exemption requests was extended. And the target date for Assistant Secretary of the Army (Manpower and Reserve Affairs) Reginald Brown to finish reviewing the recommendations has been moved forward. Feb. 20 is now the date for an expected announcement on Third Wave exemption decisions. For the full story, go to <http://www.dtic.mil/armylink/news/Dec2002/a20021218thirdwaveexemptions3.html>.



# How Nashville Formulates an Operating Budget

*by Vicky Goostree*  
The District’s Command Operating Budget (COB) is a plan to ensure the most effective and efficient use of resources to accomplish the mission - people, equipment, supplies, and money. It is formulated in much the same way we plan our personal budgets (with a few more zeroes to the left of the decimal point).

**TIME:** The timeline for the Command Operating Budget is three years. During any given FY, Resource Management Budget Analysts work on three COBs simultaneously. We’ll follow the FY03 COB to illustrate the process.

Let’s go back in time to July 2001 – the program year for the FY03 COB. On that date, analysts were monitoring the execution of the FY01 budget. At the same time, they were also fine-tuning the FY02 COB since this was the budget year for the FY02 COB. They were developing the FY03 COB because this was the program year for the FY03 COB. Granted, many unknowns exist that far in advance, but they formulated the FY03 COB based on the best knowledge of the programs at that time. For example, budget preparers knew the Kentucky Lock project would still be underway so the projected labor, contracts, etc., were identified in the FY03 COB during the program year.

**PROCESS:** First they considered income and required payments or expenditures, then as time progressed, they reviewed progress and adjusted.

1. INCOME → 2. BUDGET → 3. EXECUTION  
With **income** (also referred to as revenue or workload), analysts must determine where funding will come from and how much it will be. The District receives income from several sources.

-Direct funds: Primary source of income appropriated by Congress. Corps funds come from three of the 13 appropriation bills: Energy and Water (civil funds such as Construction General and Operations and Maintenance General), Defense (such as Operations and Maintenance Army), and Military Construction.

-Cost Sharing Projects: On some projects local sponsors (such as city or

state) will share costs. Corps provides required federal portion of costs, while local sponsor contributes required share (set by law) to fund the project.

-Reimbursable Funds: District is repaid for some work performed for other Corps activities, military bases, other federal agencies (Environmental Protection Agency, National Park Service, Department of Energy) and state and local governments. Agencies reimburse District for costs to do the job after work is performed. In some cases, such as work for non-federal agencies, funds are required in advance of work performed.

-Overhead or Revolving Funds (RF): These are funded from the sources above. These funds cover costs that cannot be attributed to a specific project. This type of cost is referred to as an indirect cost. Examples include training, communications, supervision, etc. When a person works on a specific project like operating Old Hickory Power Plant,

## Process

designing Kentucky Lock, or drawing up a contract for an environmental project at Fort Campbell, this work is called direct labor. Each increment is “taxed” by a certain percentage based on current overhead rates. The “taxes” collected on the direct labor provide funding for overhead accounts such as RF6101. These accounts are set up to break even – not to earn a profit.

Next is formulation or planning of the **budget**; it’s the nuts and bolts of the COB. Considering projected income, analysts now must determine how to use these resources to perform work. For the program year, analysts plan. For the budget year, they plan better because they have more information. For example, when analysts formulated the FY03 program budget in July 2001, they had no idea what would happen on Sept. 11, 2001, nor its resulting impact on the budget. When it was updated during the budget year (July 2002) they had a clearer picture of how to budget for Homeland Security, an initiative that didn’t exist when the program budget was formulated.

Usually, the first step is to update the labor portion of the budget. Analysts then plan for contracts, supplies, overhead, equipment, and other resources needed to perform jobs.

They don’t stop there, however. They also must deal with controls placed upon the budget. Naturally, there are limited funds, but other factors must be considered during the budget formulation process like directives from higher headquarters and the Commander’s objectives. The main reference analysts use to prepare the COB is the Consolidated Command Guidance (CCG), published annually about the same time workers strike up the budget process for the budget year and program year COBs. The FY03 CCG can be found at: <http://www.usace.army.mil/inet/functions/rm/rmpg/rmpg3.htm>

This document sets performance goals, objectives, floors, and ceilings that COBs must meet (the Cost of Doing Business Factors) and were developed to ensure the District operates efficiently and effectively. Examples include:

### General and Administrative (G&A)

**Overhead Rates:** This rate is established to recoup G&A costs, those associated with running such offices as the Human Resources, Resource Management, and Logistics Offices. These are costs that cannot be linked directly to a specific project. The rate is calculated by dividing all the G&A costs by direct labor costs. This is a measure of efficiency.

### Departmental Overhead (DOH)

**Rates:** DOH rates are set up to recover departmental overhead costs, those indirect costs associated with technical divisions such as Operations, Engineering-Construction, Real Estate, and Planning, Programs, and Project Management. These might include the costs of a supervisor whose employees work on numerous projects; therefore, activities such as giving performance appraisals would be considered indirect. The rate is calculated by dividing all the DOH costs by direct labor costs. This is also a measure of efficiency. For the rest of the story, go to <http://www.lrn.usace.army.mil/pao/digest>.

# LDP Team Explores Need for Workforce Planning

*By LDP 2002 Class members Freddie Bell, LaNita Bonds, Emily Carr, Bill DeBruyn, Sondra Hafling, & Jay Sadler*

One facet of the Leadership Development Program (LDP) is a team project that will provide future benefits for the Nashville District. The team listed above chose to develop a process that will assist management in workforce planning.

*The 2002 LDP Class of Freddie Bell, LaNita Bonds, Emily Carr, Bill DeBruyn, Kim Franklin, Sondra Hafling, Jeff Hancock, Mark Herd, Forrest McDaniel, Beryl Newsome, Jay Sadler, and Greg Thomas graduated in ceremonies Dec. 11 at Belmont University.*

### What is Workforce Planning?

Workforce planning is like running a relay race. It has to do with passing on the responsibility ... drop the baton and you lose the race. When an organization moves beyond simply thinking about a succession plan and actually begins building one, it moves ahead in the game, and most likely, ahead of competitors. Workforce planning is a strategic process of evaluating an organization’s present and future ability to meet its mission, without sacrificing productivity or project quality. It is critical to an organization’s success to identify where “gaps” between supply (workforce) and demand (workload) could threaten productivity, quality and mission execution, or where gaps between present performance and future potential could expose weaknesses in training and workforce development.

The workforce planning process is flexible; the workforce plan must be changed as conditions impact the mission and human resource needs. Workforce planning is a continuous process of forecasting, clarifying and identifying organizational workforce needs, assessing competencies, and implementing appropriate interventions. The process should be continuously evaluated to determine how well each component part is functioning and where adjustments are needed. Annually updating and revising

the workforce plan “restarts” the process.

### Why is Workforce Planning Important?

Workforce planning as a business practice is not a new concept. The actual practice of succession planning is second nature to most managers and has been practiced in an informal manner since the beginning of time. For years small family businesses have trained the younger generations, as early as the teen years, to “carry on the family business”. Also, in biblical times, the disciples worked to “train the saints” to carry on the work of spreading the gospel.

Businesses, for generations, have had unwritten plans about how to continue the business tradition from generation to generation; however, only recently have major corporations, public entities and government agencies recognized the need to incorporate workforce planning into

their management practices. It’s clear that companies are now aware succession planning is important and companies that forecast and prepare for the future will enjoy an advantage.

The impacts of the workforce crisis on government and a lack of workforce planning have been highlighted by both the General Accounting Office (GAO) and the U.S. Office of Personnel Management (OPM). For the first time ever, GAO has placed human capital on its list of “high-risk” federal government functions. In OPM’s report, *Civil Service-2020*, the agency indicated previous attempts at workforce planning have been ad-hoc and not strategic, resulting in downsizing without purpose.

### What are Future Workforce Trends for the Corps of Engineers?

(rest of story available online at <http://www.lrn.usace.army.mil/pao/digest/>.



**Lockmaster Gary Harding, Wilson Lock, captured First Place in the 2001 Water Safety Photo Contest under the Category Boating/Recreational with the above photo. He also took Second Place in the same category. You may view the entire collection of winners at <http://watersafety.usace.army.mil/photocontest.htm>. The 2002 Photo Contest, open to all Corps employees, seeks entrants that promote water safety, demonstrate safe water practices, and/or showcase Corps of Engineers water-based recreation facilities. Photos will be judged for clarity, composition, originality, visual impact, and theme. Entries may be in 35mm or digital format. If digital, quality should be 300 dpi on CD ROM or zip disk. Categories include Commercial Boating, Winter/Fall Recreation, Spring/Summer Recreation, Corps Employees in Action, and Scenic. Submit entries to Harry “Pete” O’Connell, Shenango Lake, 242 Kelly Road, Hermitage, PA 16148 by Feb. 1, 2003.**



# Toys Collected, Donated to Kentucky Children



Photo by Steve Foshee  
Mandy Sage, (from left) Dave Day, Melissa Sager, Dana Gill, Carol Warren, Amanda Gill and Doug Radley assemble the toys collected by the Nashville Disatrick Office Dec. 16 and prepare to help load them for transport to Kentucky.



Photo by Steve Foshee  
Barney Davis, deputy director of the Engineering Construction Division, packs toys in a van Dec. 16 before driving the vehicle to Harlan, Kentucky. He “packed it to the gills” with a variety of toys which included four bicycles and a scooter. He played Santa and delivered the vanload of toys to officials with the Bell-Whitley Community Action Agency.

by Dave Treadway

Nashville District employees played Santa again this year with 250 toys donated in various functions and at various collection points. Barney Davis, deputy director of the Engineering Construction Division, transported part of the collection from the District Office to Bell County Dec. 16. “The van was packed to the gills with all the toys, which included four bicycles and one scooter.”

Officials with the Workforce Investment Act (WIA) Youth Program at the Bell County JobSight at Bell-Whitley Community Action Agency (CAA) then distributed the toys during Christmas parties staged for deserving children at Middlesboro Elementary School and Pineville Elementary School.

Beginning as early as the first of the year, members of the Corps of Engineers began collecting toys and sending them to Eastern Kentucky to be handed out at Christmas. According to Area Engineer J.C. McDaniels, this marks the 15<sup>th</sup> year for the toy collection drive designed to make sure the children have gifts to open at Christmas time. It wasn’t a sleigh led by eight tiny reindeer, but by the week before Christmas, two truck loads of toys had been collected and delivered.

“This is an initiative of the employees of the Nashville District of the Corps of Engineers to help here in Southeastern Kentucky,” said McDaniels.

The Corps, in conjunction with CAA, worked with Youth

Service Centers from the three area schools to help provide Christmas for county children.

Youth Program Director Rudelle Greene helped coordinate the toy collection.

“We wrapped all 250 toys,” said Green, “and put a child’s name on each toy which was then presented by Santa during parties for students at Middlesboro and Pineville Elementary Schools.

It was a terrific experience for all of us. To see the expressions on the faces of the children was priceless. We ensured that each deserving child received a gift. I want to thank the Corps of Engineers for helping us accomplish that.”

## People

“It’s great to participate in this type of project,” said WIA Case Manager Janet Jackson, “It reminds us of how oftentimes we take things for granted.”

Division Engineer Brigadier General Steven R. Hawkins praised the efforts of Nashville District employees. “Comments to all who made this happen during our national holiday period!!!!”

Nashville District employees took a newly immigrated family into their hearts, and made sure they had a decent Christmas holiday. The father, from Bosnia, recently had brain surgery and could not work, so even unemployment funding was not available to him. His wife, from Yugoslavia, visited him in the hospital, and while there was diagnosed with an abscessed tooth and a tumor in her mouth.



Photos courtesy of Bell-Whitley Community Action Agency

It took some friendly coaxing from WIA Case Manager Janet Jackson (right) to get three-year-old Amber Jones to accept her present from Santa during a holiday present distribution at Pineville Elementary School. An face of an unidentified Pineville youngster (left) glows as she opens her present from Santa. About 250 children in Middlesboro and Pineville received presents at two distribution events organized by the Workforce Investment Act (WIA) Youth Program at the Bell County JobSight at Bell-Whitley Community Action Agency (CAA). Santa delivered a present with assistance from Jackson and Youth Program participant Tasia Rader to about 130 children present during a holiday event at Pineville Elementary School.

At the same time, their pre-school daughter collapsed and was diagnosed with a severe blood disease. Christmas did not look good for them, until Corps employees stepped in and donated clothes and toys for the little girl, and clothes and gift

certificates for food for the parents. Shortly before these were presented to the family, it was learned they were part of a larger immigrant family, including a set of parents too elderly to work, a brother and sister-in-law looking for work

(he found a job only days before Christmas), and a single mother with a young child. They were actively looking for jobs, but had found none up to that point. Corps employees adjusted their donations to ensure the family would enjoy the holidays.

## ASMC Collection Effort to Benefit Children and Families

The Music City Chapter of the American Society of Military Comptrollers is sponsoring a recycling effort for the Nashville Ronald McDonald House. The effort is one in which everyone can help.

By simply saving the small pop-top pull-tabs from soda cans, ASMC can help in the effort to generate funding for a very worthy cause. The Ronald McDonald House offers a home away from home for families of seriously ill or injured children receiving treatment in Nashville area hospitals.

The Government Services Administration will provide the Federal Courthouse building collection containers for donations of pull-tabs. These collection points will be located on the first floor by both the main and annex building elevators.

Corps employees can help by collecting pull-tabs from aluminum cans at home and in the office. Simply add them to collection points once a week.

Why save the pull-tab but not the whole can? The pull-tab is made of a purer, high-grade

aluminum, and collecting them is more sanitary and convenient. The recycling company pays premium rate per pound for these normally discarded tabs. About 900 pull-tabs equals one pound, so every tab counts!

A representative from the Ronald McDonald House will be the guest speaker at the next ASMC meeting Feb. 5. To discover other ways to help the Ronald McDonald House, attend the noon-time meeting in Cafeteria A. See Lucy Fears for more information or call her at 736-7123.